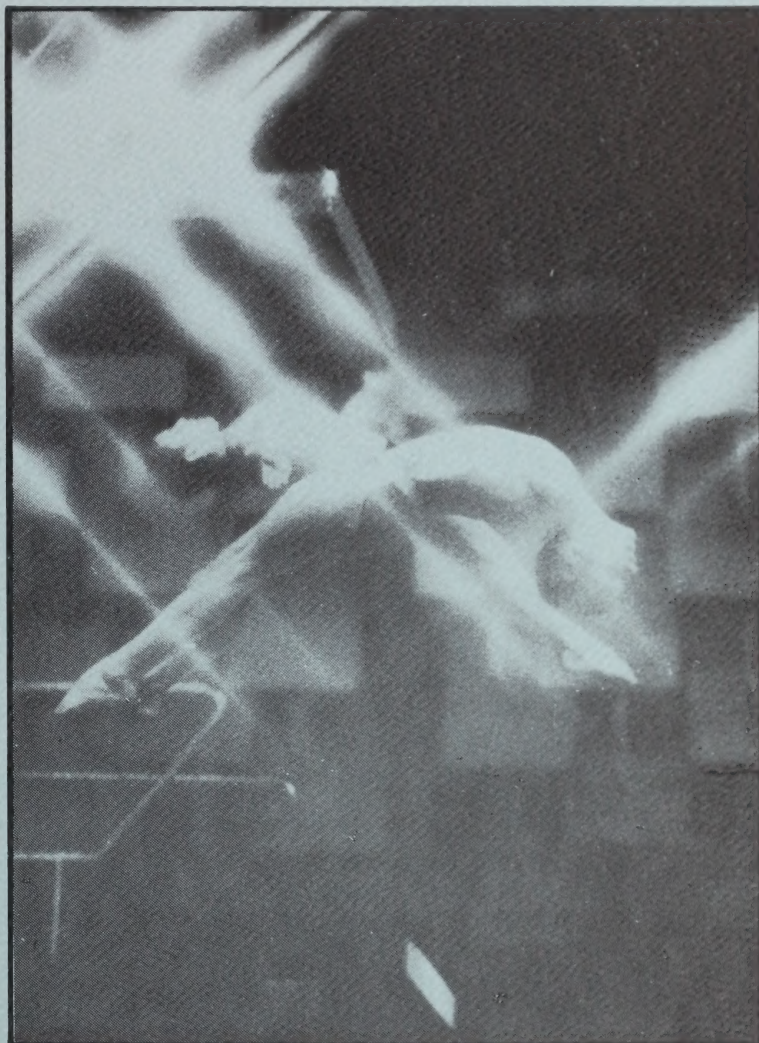


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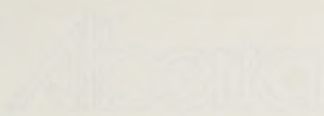
Sport Development Strategy Executive Summary



Alberta

RECREATION AND PARKS
Recreation Development Division

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RECREATION AND SPORTS

Recreation and Sports Development Strategy, 1984-1985

is given as your pleasure to submit to the Secretary and the Secretary to provide you with an Executive Summary of the Department's 1984-1985 Development Strategy.

This Strategy is a document which is developed by the Department of Recreation and Sports Development, and it is a document which is developed by the Department of Recreation and Sports Development. It is a document which is developed by the Department of Recreation and Sports Development.

SPORT DEVELOPMENT STRATEGY

A document which is developed by the Department of Recreation and Sports Development, and it is a document which is developed by the Department of Recreation and Sports Development. It is a document which is developed by the Department of Recreation and Sports Development.


EXECUTIVE SUMMARY

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Secretary

August 1984



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RECREATION AND PARKS

Office of the Minister

Room 107 Legislature Building, Edmonton, Alberta, Canada T5K 2B6 403/427-3672

It gives me great pleasure on behalf of Alberta Recreation and Parks to provide you with an Executive Summary of the Department's Sport Development Strategy.

This Strategy is based on the directions established in the Sport Development Policy and outlines the priorities and programs that will be implemented over the next five years. These programs and services have been developed and modified through a public participation process involving many facets of the sport community.

A particularly significant aspect of the Strategy is the establishment of the Alberta Sport Council. The Council, along with the Recreation Development Division, provincial sport associations, municipal governments and education institutions will provide all Albertans with a greater opportunity to participate in sport.

I would like to extend my appreciation to the many individuals who have participated in the various Intersport conferences leading up to this Strategy. The attendance and support of these people were key to the preparation of this document.

I am especially thankful to all of those individuals and organizations who contributed to the preparation of the Sport Development Strategy. Sincere appreciation is extended to you on behalf of the Department and on behalf of everyone interested in the future promotion and development of amateur sport in Alberta.

Sincerely,

Peter Trynchy
Minister

FOREWARD

The following is a synopsis of the Sport Development Strategy. It provides a brief historical perspective, as well as an overview of the programs and services of Alberta Recreation and Parks. The complete report is available upon request.

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1.0 INTRODUCTION

As a result of numerous investigations, Intersport conferences and discussions with various members of the sport community, it became apparent that sport lacked a logical and consistent approach to its development.

In response, Alberta Recreation and Parks embarked on the three-phased planning process outlined below and described in Sport Development Policy. Sport Development Strategy is the second of the three phases.

Sport Development Planning Process

Phase 1	POLICY	<ul style="list-style-type: none">◦ rationale for sport development◦ guiding principles◦ policy stances◦ planning concepts
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Phase 2	STRATEGY	<ul style="list-style-type: none">◦ five-year plan◦ strategic priorities◦ specific program initiatives◦ future directions
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Phase 3	OPERATIONAL PLANS	<ul style="list-style-type: none">◦ annual plan◦ resource allocations/financial expenditures◦ management objectives◦ program implementation schedule◦ program evaluation
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The Sport Development Policy was reviewed and endorsed by the sport community at the Intersport 6 Conference held in March 1982. A major initiative that developed was the concept of an Alberta Sport Council which would become a major agency in the Alberta sport system.

The Sport Development Strategy identifies various strategic priorities. It also outlines the programs and services as well as the roles and responsibilities of both the Alberta Sport Council and the Recreation Development Division. In addition, it indicates the relationship both have with other agencies in Alberta's sport community.

The programs described in the Strategy have taken into consideration the current economic climate and the wider sphere of leisure and society characterized by: increasing demand for leisure pursuits; an aging population; slow economic growth; increasing range of household types; growth in automation; and continuing unemployment.

2.0 BELIEFS AND GUIDING PRINCIPLES

The following beliefs and guiding principles were originally stated in the Sport Development Policy and are repeated here to emphasize the commitment that Alberta Recreation and Parks has to them in developing the program initiatives.

2.1 Sport for All

Sport is for all Albertans. All Albertans regardless of age, sex, creed or ability should have an opportunity to participate in sport.

2.2 Access to All Levels

The opportunity to participate, at any level of sport, should be accessible to all Albertans.

2.3 Self-Determination

All Albertans have the right and the freedom to develop their sport participation to any level they choose.

2.4 Central Focus on Participants

The physical and mental well-being of the participant should be the central focus of all programs, services, and policies.

2.5 Shared Responsibility

The development of sport is a shared responsibility, involving a number of agencies, sectors, and individuals.

2.6 Partnership and Mutual Respect

The sport delivery system should operate in a spirit of partnership and mutual respect.

2.7 A Systems Approach

Sport is part of recreation and the broader social system: it cannot be developed in isolation from other social and economic concerns.

2.8 Effective and Efficient System

Sport should be developed in a manner which maximizes both the effectiveness and efficiency of the delivery system.

2.9 High Quality Service

The sport delivery system should provide a high standard and quality of service to participants.

2.10 Importance of Volunteers

The volunteer and volunteerism should be maintained as the basis of the sport delivery system.

3.0 GOALS FOR SPORT DEVELOPMENT

The goals, originally stated in the policy document, are conscious value judgements Alberta Recreation and Parks has determined for sport development. They are restated here to provide the framework as well as to ensure continuity between policy and strategy.

- Goal #1: To promote health, fitness and a sense of community among Albertans through participation in sport. This goal includes imparting to Albertans a broader understanding and appreciation of the nature and value of sport participation.
- Goal #2: To encourage a wide, diverse and stable financial base for sport development. This base must include greater innovation and a variety of sources.
- Goal #3: To improve the accessibility to sport opportunities for more Albertans for a broader range of activities; to make the practice of sport accessible to all Albertans under the best possible conditions.
- Goal #4: To encourage greater personal achievement in sport.
- Goal #5: To move toward a diversity of opportunities and to improve the overall quality of sport participation throughout Alberta.
- Goal #6: To create the environment for a comprehensive and well-developed base of technical knowledge and an improved understanding about the act of sport participation.
- Goal #7: To have the sport delivery system evolve toward a mature partnership of actors.
- Goal #8: To strengthen, co-ordinate and maintain an effective sport system in Alberta.
- Goal #9: To foster a greater commitment to planning throughout the sport system in Alberta.
- Goal #10: To unify the efforts of the sport community and facilitate the development of a set of directions for sport in Alberta.

4.0 THE EIGHT STRATEGIC PRIORITIES

From 1984 to 1989, Alberta Recreation and Parks will focus on the following eight strategic priorities. They are not listed in order of importance; each one is key to the success of the Sport Development Strategy.

- ° To create a stable and diverse financial base for sport by providing base operational funds and by generating revenues from the private sector and lotteries.
- ° To provide a wider and more advanced base of technical expertise for sport in Alberta.
- ° To provide increased opportunities for Albertans to participate in sport.
- ° To increase the number of Albertans who are performing at provincial, national, and international standards.
- ° To improve the communication and co-ordination among sport organizations and agencies in Alberta.
- ° To improve the organizational development of provincial sport associations.
- ° To promote and assist in the effective management and hosting of major games and events.
- ° To encourage the maximum use and efficient operation of existing facilities.

5.0 ROLE OF THE ALBERTA SPORT COUNCIL

As a publicly owned corporation, the Alberta Sport Council was established to:

1. Provide a vehicle to achieve a higher profile for sport in Alberta.
2. Establish a strong, meaningful and co-operative relationship between sport and the private/corporate sector.
3. Solicit financial and human resources for sport development in Alberta.
4. Provide greater attention to the developing sport participant.
5. Provide a mechanism for the distribution of lottery and private/corporate sector funds to the sport community.
6. Provide greater innovation throughout Alberta's sport community.

The three goals of the council are:

Goal #1: Funding and Marketing

To solicit financial contributions, services, and other resources from individuals, organizations, businesses and corporations to assist in the operation of the programs of the council.

Goal #2: Technical Development

To encourage the development of technical programs and services for coaches, officials, and developing athletes in Alberta.

Goal #3: Games and Competitions

To organize games and athlete events for developing athletes in Alberta.

6.0 PROGRAMS AND SERVICES OF THE ALBERTA SPORT COUNCIL

The following section describes the programs and services of the Alberta Sport Council for the period 1984-1989.

6.1 Revenue Generation

This program will develop specific initiatives designed to market sport programs in Alberta and ultimately generate revenue from the general public and private corporations.

6.2 Master Coach and Official Program

This program will develop excellence in coaching and officiating in Alberta by providing educational opportunities at the national and international level for Alberta coaches and officials.

6.3 Coaching Clinics

Special coaching opportunities that are unique, innovative or not yet standardized will be the focus of this program.

6.4 Officials' Clinics

Opportunities will be made available for umpires, referees, judges, and other officials to upgrade the quality of officiating by attending clinics conducted by provincial sport associations.

6.5 Professional Technical Staff

Assistance will be provided to provincial sport associations to hire technically prepared individuals to serve as technical experts for the advancement of association activities.

6.6 Sport Outreach

Sport Outreach will improve sport opportunities in rural Alberta by providing qualified instructors to conduct participant clinics where interest or need has been shown.

6.7 Alberta Games

The Alberta Games encourage the organized competitive participation of all Albertans. The games are staged annually, alternately between summer and winter.

6.8 Alberta Seniors Games

These games provide all Alberta seniors the opportunity to pursue greater levels of physical, social, intellectual, and creative achievement through friendly competition and participation.

6.9 Sport Development at the Regional and Local Level

Selected sport development activities at the regional and local level will be supported through this program.

6.10 Talent Identification

This program will support and encourage provincial sport associations to engage in the active identification of athletes who display the greatest potential for excellence in their sport.

6.11 Training for High-Performance Athletes

Financial support and encouragement will be provided to provincial sport associations to develop and implement ongoing training programs for their high-performance athletes.

6.12 Alberta Athlete Development Program

Financial resources will continue to be provided to assist high-performance athletes in Alberta in becoming nationally ranked athletes.

6.13 Alberta Champions' Award

This award will recognize individuals and teams who have won provincial championships.

6.14 Sport Newsletter

A sport newsletter will be distributed to publicize sport events and other sport-related information throughout Alberta.

7.0 ROLE OF THE RECREATION DEVELOPMENT DIVISION

Historically, the Recreation Development Division has assumed a strong planning role for sport development. The division will continue to provide a lead role in the establishment of a planning framework for sport. This will entail working co-operatively with the sport community in the following four broad sport development areas.

1. The development and provision of programs to improve the administrative and organizational health of provincial sport agencies and associations.
2. The development of leadership and participation initiatives designed to ensure that a base level of service is provided to all sport participants.
3. The development of an efficient and effective sport facility system.
4. The provision of a co-ordinating function for the development of sport and sport-related plans and policies.

8.0 PROGRAMS AND SERVICES OF THE RECREATION DEVELOPMENT DIVISION

The following programs and services will be the focus of the Recreation Development Division for the period of 1984-1989.

8.1 Financial Assistance for Provincial Sport and Recreation Associations

Financial assistance will continue to be provided to provincial sport associations to help them provide base-level programs and services.

8.2 Aquatic Workshop

This annual workshop provides leadership development opportunities to pool staff working in the municipal recreation setting, and members of provincial aquatic associations.

8.3 Regional Sport Festivals

Sport participation will be encouraged through the staging of regional sport festivals.

8.4 International Sport Exchanges

Opportunities for the advancement of sport and athlete development are encouraged through this international sport exchange program.

8.5 A Planning System for Sport

This initiative involves the development of a planning system for sport which would identify roles and responsibilities, establish co-ordinating mechanisms and provide a framework for future decision-making.

8.6 Intersport Conferences

A major interagency conference will be hosted on an annual basis to exchange and foster communication, co-operation and collaboration among sport and sport-related organizations in Alberta.

8.7 Sport Resources Guide - A Directory of Programs and Services

A comprehensive resource document on the services and programs available to sport leaders throughout the province will be prepared and distributed.

8.8 Consultative Services

Consultative services will be available to provincial sport associations to assist them in becoming more effective organizations.

8.9 Provincial Sport Association Program Planning

Provincial sport associations will be encouraged to focus greater attention on planning their operations and activities. Financial assistance will continue to be available.

8.10 Training of Sport Administrators

Training programs will be offered to improve the administrative capabilities of individuals involved in the administration of sport associations.

8.11 Provincial Administrative Centre for Provincial Recreation (and Sport) Associations

Current administrative support services of the Percy Page Centre will be expanded.

8.12 Hosting Major National and International Games in Alberta

Financial assistance and consultation will be available to support major Games hosted in Alberta.

8.13 Hosting Major Championships

Financial assistance and consultation will be available to organizations responsible for hosting national and international sport championships and conferences within Alberta.

8.14 Financial Assistance for Community Sport and Recreation Facility Operations

Financial assistance will be available to municipalities to help them operate facilities and to provide base-level programs.

8.15 Capital Assistance for Community Sport and Recreation Facilities

Financial support will be provided for the development, re-design and renovation of sport and recreation facilities.

9.0 PROGRAMS AND SERVICES WITH SHARED RESPONSIBILITIES

The following programs and services will be implemented during the next five-year period co-operatively with other agencies.

9.1 National Coaching Certification Program

The National Coaching Certification Program will develop the technical expertise of coaches throughout Alberta. This program will be a joint responsibility of the Recreation Development Division and the Alberta Sport Council. The division is responsible for the overall co-ordination and the theory component. The Alberta Sport Council will be responsible for the technical component.

9.2 Sport Medicine Community Education

The prevention and proper management of sport injuries will be promoted by co-ordinating the establishment and delivery of a sport medicine education program. This program will be the responsibility of the Recreation Development Division in co-operation with the Alberta Sport Council.

9.3 Team Preparation and Selection for Major Games

Plans for Alberta's participation in Jeux du Canada Games, Western Canada Games, and other major games will be prepared and implemented providing for the best experience and highest performance possible for the participants. This program will be the responsibility of the Recreation Development Division and supported by the Alberta Sport Council.

9.4 Alberta Olympic Game Plan

A "Game Plan" which would provide maximum opportunity for Alberta athletes, coaches, and officials to participate in the 1988 Olympic Winter Games, either as members of the Canadian team or as officials for the event will be prepared and implemented. This program is a joint responsibility of the Recreation Development Division and the Alberta Sport Council.

9.5 Alberta Achievement Awards

To honour Albertans who have made extraordinary contributions in the arts, sports, sciences, humanities and other areas. This program is the responsibility of Alberta Culture and will be supported by the Recreation Development Division.

9.6 Sport Hall of Fame and Museum

The sport contributions of Alberta citizens will be recognized and Alberta's sport history will be preserved through an Alberta Sport Hall of Fame and Museum. This program is the responsibility of Sport Alberta and will be supported by the Alberta Sport Council.

9.7 National, Regional and Developmental (Provincial) Training Centres

The identification of regional and national sport training centres in Alberta will be encouraged in co-operation with the Federal Government and with the institutions and agencies that would provide them. This program is the responsibility of the Recreation Development Division and supported by the Alberta Sport Council.

